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Approved For Release 2005/04/22 : CIA-RDP85B00803R000100070035-9

7 JAN 1966

NRO review(s) completed.

MEMORANDUM FOR: Director of Reconnaissance, CIA

SUBJECT: Comments on Proposed NRO Staff
Reorganization

REFERENCE: NRO Staff Draft, dated 20 December 1965

1. The reference document has been carefully and objectively assessed by my staff and me. We have a basic disagreement in the principles of a staff function as stated in the proposed draft. As you suggested, we have presented a general critique and have confined our remarks to our differences in principles.

2. It is desirable that the D/NRO have at his disposal a staff to fulfill the basic functions of assisting him in the execution of his duties as Director of the National Reconnaissance Program. Such a group can provide advice, expertise, and data gathering functions which are necessary for the D/NRO to discharge his responsibilities. At the same time that the NRO staff provides such assistance to the D/NRO, it also must be postured to offer assistance to the various Program Directors within the NRP on those matters which can best be handled by a centralized staff. In other words, we look upon the NRO staff as an organization which provides support in either direction of the NRP organizational scheme.

3. The keystone in our basic differences with the proposed draft centers about the definition of a staff and its role and responsibilities. We contend that the staff should in no way possess a line responsibility. There is certainly tradition for our position in that

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when originally conceived the NRO staff had no line responsibilities. As late as March 1964, the original function was again reiterated when General Martin, the then Director NRO staff, in laying out the responsibilities of the NRO staff, stated: "The basic philosophy of the staff is service. It is imperative that the NRO staff is a staff and not a line element of the NRO." We heartily endorse this principle. The comments in the proposed draft suggesting that the NRO staff be a line, as well as a staff organization, reflect a trend to widen current management which is, in our opinion, not only undesirable but most certainly will, by accretion of functions, become unmanageable.

4. From basic concept that the only functions of the organization are staff to the D/NRO, one can then proceed to evaluate the concept of a National Reconnaissance Program allocating the functions and responsibilities of the line elements (Directors CIA, USAF, et cetera, as well as the specific Program Managers) and then determining the functions which must be resident in the NRO staff in order to permit the D/NRO to discharge his obligations. Basically, these staff functions consist of preparing papers for policy guidance to the Directors, setting up the types of program monitoring and controls, fiscal and technical, consistent with the decision levels involved, et cetera.

5. When the preceding steps have been taken, i. e., determining functions and responsibilities of the line organization--and defining functions of the staff--then the problem of organizing and staffing can be attacked. Joint staffing, as proposed, is a good step towards nationalizing the organization--not to give the CIA/USAF viewpoint but to adequately use the separate, discrete resources. Some key positions should be filled by top-level CIA personnel. If the Chief of Staff is to be military, the Deputy Chief should be CIA. The key technical directorate should be headed by CIA.

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6. Several key areas involving line functions can be delegated to one or the other of the Directors of Reconnaissance. The R&D on film processing, film production, et cetera, where common services are involved, could be run by a CCB (as indeed the EK R&D contract EB 1592 is now run) chaired by one agency with a deputy from the other, with roles reversing on a yearly basis.

7. The Satellite Operations Center can be treated separately from the NRO staff. It is unique enough in its functions, as well as in its association with the Intelligence Community, to deserve a special position under the D/NRO and DD/NRO. The SOC issues command instructions to the Program Directors during the actual operation of the satellite missions. There is a subtlety in this command action which does not place the SOC in the true sense as a line organization. The SOC actually is engaged in translating established USIB requirements into commands for our orbiting payloads. Accordingly, whether the SOC be separated from the NRO staff itself or not does not violate the principle that the staff not have any line responsibilities.

8. I am happy to find that we are reaching the stage of maturity where we can discuss these matters and negotiate our points of difference. I would like to add that the concept of negotiation implies an objective look at the total program. "We cannot negotiate with those who say, 'What's mine is mine, and what's yours is negotiable.' " Let's get on with the job.

SIGNED

JOHN J. CROWLEY
Director
Office of Special Projects

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